

LESSON 9 – LISTENING SECTION 4

TAPESCRIPT

In public discussion of business, we _____. Today I'm going to talk about four of them: _____, creativity and excellence. Most people would say they're all "good things". I'm going to suggest that's an _____.

The trouble with these values is that _____, removed from the reality of _____. Pursue values _____, but be prepared for what may happen as a result. They can actually cause damage, which is _____.

_____ generally try to do the right thing. But _____ the right thing _____, if those leaders _____ and managing the side effects that arise. The values can easily _____ of what's actually intended.

Ok. So the first value I'm going to discuss is _____. Er, let me give you an example. On a management training course _____, we were _____ and had to construct a bridge _____, using building blocks that _____. The rule was that everyone in the team had to _____ during the construction. _____ to encourage teamwork.

But it was really a _____ by one person. The other teams _____ on building the structure, and _____, with everyone getting _____. Our team leader solved the challenge brilliantly. She simply asked everyone in the team to move a piece _____, to comply with the rule, and then let the person in the team with an _____ like this build it alone. We finished before any other team. _____ the task wasn't _____ teamworking, so why make it one?

Teamwork can also _____ – a common cause of poor sales. In the case of a smartphone that a _____, one director wanted to _____, and another demanded it was _____. The company wanted both directors _____, so gave the product a _____, but marketed it to companies. The result was that it met _____. It would have been better to let one director or the other _____, not both.

Now industriousness, or hard work. It's easy to _____ who say they work hard: after all, a _____ in a wheel is working hard – and getting nowhere. Of course _____, but only _____. Otherwise it _____ that companies value most – time and energy. And that's bad for the organization .

There's a _____ that groups people according to four criteria: clever, hard-working, stupid and lazy. Here "lazy" means having a _____ not to carry out unnecessary tasks. It doesn't mean trying to _____. Most people display _____ characteristics, and the most valuable people are those who are both clever and lazy: the possess _____, and they don't _____. They come up with solutions to save the time and energy _____ the stupid and hard-working group. Instead of _____ at a problem, the clever and lazy group looks for a more effective solution.

Next we come to creativity. This often _____ – creating an _____, for example, might lead to increased sales. But it isn't always a good thing. Some advertising campaigns are _____, without _____ on sales. This happened a few years ago with _____ a chocolate bar: _____ showed that plenty of consumers remembered the adverts, but had no idea _____. The trouble is that the creator _____ coming up with the idea, and _____ the audience for the campaign will _____.

A company that brings out _____ may seem more creative than a company that _____, but it may be too creative, and make smaller profits. Creativity needs _____, to solve a problem that the company _____. Just _____ more and more novel products _____ a good thing.

And finally, excellence. We all know companies that claim they _____ but _____ achieve excellence. In business, being *first* with a product _____ having the *best* product. A _____ of company performance compared _____ – that is, companies bringing out the *first* version of a particular product – with followers, the companies that _____ that product. The study found that the pioneers _____ of 29 percent, while the followers achieved _____, only 13 percent – even though their product might have been better.

_____ is everything we do is time-consuming, wastes energy and leads to _____. Sometimes, _____ is more _____ than excellence. “Make sure it's excellent” *sounds* like _____ to business, but the “just-get-started” approach _____ more successful.

VOCABULARY

Translate these following expressions into Vietnamese:

1. take certain values for granted
2. over-simple view
3. theoretical concepts
4. the right thing backfires
5. adopt values
6. the side effects that arise
7. get in the way
8. put into groups
9. descended into confusion
10. aptitude for puzzles
11. Teamwork can also lead to inconsistency
12. target the business market
13. aimed at consumers
14. consumer-friendly
15. met the needs of neither group
16. a hamster running around in a wheel
17. rational determination
18. the possess intellectual clarity
19. rush into making decisions
20. throwing more man-hours
21. attention-grabbing commercial
22. subsequent research
23. derives pleasure from
24. wrongly assumes
25. coming up with
26. 'strive for excellence'
27. pioneers
28. improved on that product
29. commanded an average market share of 29 percent
30. losing out on opportunities
31. second-rate work